



701 East Broadway, Columbia, Missouri 65201

Council Memo

Department Source: City Manager

To: City Council

From: City Manager & Staff

Council Meeting Date: May 4, 2026

Re: Strategic Plan Project Overview

Impacted Ward: Citywide

Executive Summary

The City is working with BerryDunn to update our current Strategic Plan. The project is broken up into four distinct phases: Project Initiation and Management; Community Engagement and Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis; Strategic Plan Development; and Action Plans, Implementation, and Monitoring. The project is on track to wrap up in October 2026.

Discussion

The City issued a Request for Proposals (RFP) for assistance with a comprehensive update of our 2021 Strategic Plan in November 2025. The contract was awarded to BerryDunn in February 2026. Internal meetings with the staff planning team began shortly thereafter.

The project will be broken into four distinct phases, with the ultimate goal of project completion in October 2026. The four phases include: Project Initiation and Management; Community Engagement and SWOT Analysis; Strategic Plan Development; and Action Plans, Implementation, and Monitoring. We are currently in phase 2 of this project, with the kick off beginning at the March 15 Community Summit where a community survey was introduced. As of April 27, the [Strategic Plan social pinpoint site](#) has had over 630 views and 74 contributions. The site will be open for residents to provide feedback until early June.

A similar survey was provided to staff and, as of April 27, 131 staff members have completed the survey. We will continue to seek feedback via survey, in addition to upcoming community forums and focus groups over the summer.

Additional items include an environmental scan, plan development sessions with City Council and City leadership, and a final report to Council with recommendations on routine reporting to ensure the community, City Council, and staff.

Fiscal Impact

Short-Term Impact: The cost for the consultants (roughly \$108,000) was included in the FY 2026 Budget

Long-Term Impact: N/A

Strategic & Comprehensive Plan Impact

Strategic Plan Impacts:

Primary Impact: Organizational Excellence, Secondary Impact: Inclusive and Equitable Community, Tertiary Impact: Tertiary

Comprehensive Plan Impacts:

Primary Impact: Primary, Secondary Impact: Secondary, Tertiary Impact: Tertiary

Legislative History

Date	Action
09/05/23	PR125-23 : Adopting amendments to the strategic plan priorities and goal statements contained within the City of Columbia, Missouri Strategic Plan
07/06/21	PR116-21 : Adopting the City of Columbia, Missouri 2021 Strategic Plan Report – Performance Measures, Objectives & Actions Items
02/01/21	PR17-21 : Adopting a vision statement, mission statement, core values, and strategic priorities for the 2021 Strategic Plan

Suggested Council Action

This report is for information only.